



Federal Employee Viewpoint Survey Results

Employees Influencing Change

Environmental Protection Agency 2015 Agency Management Report

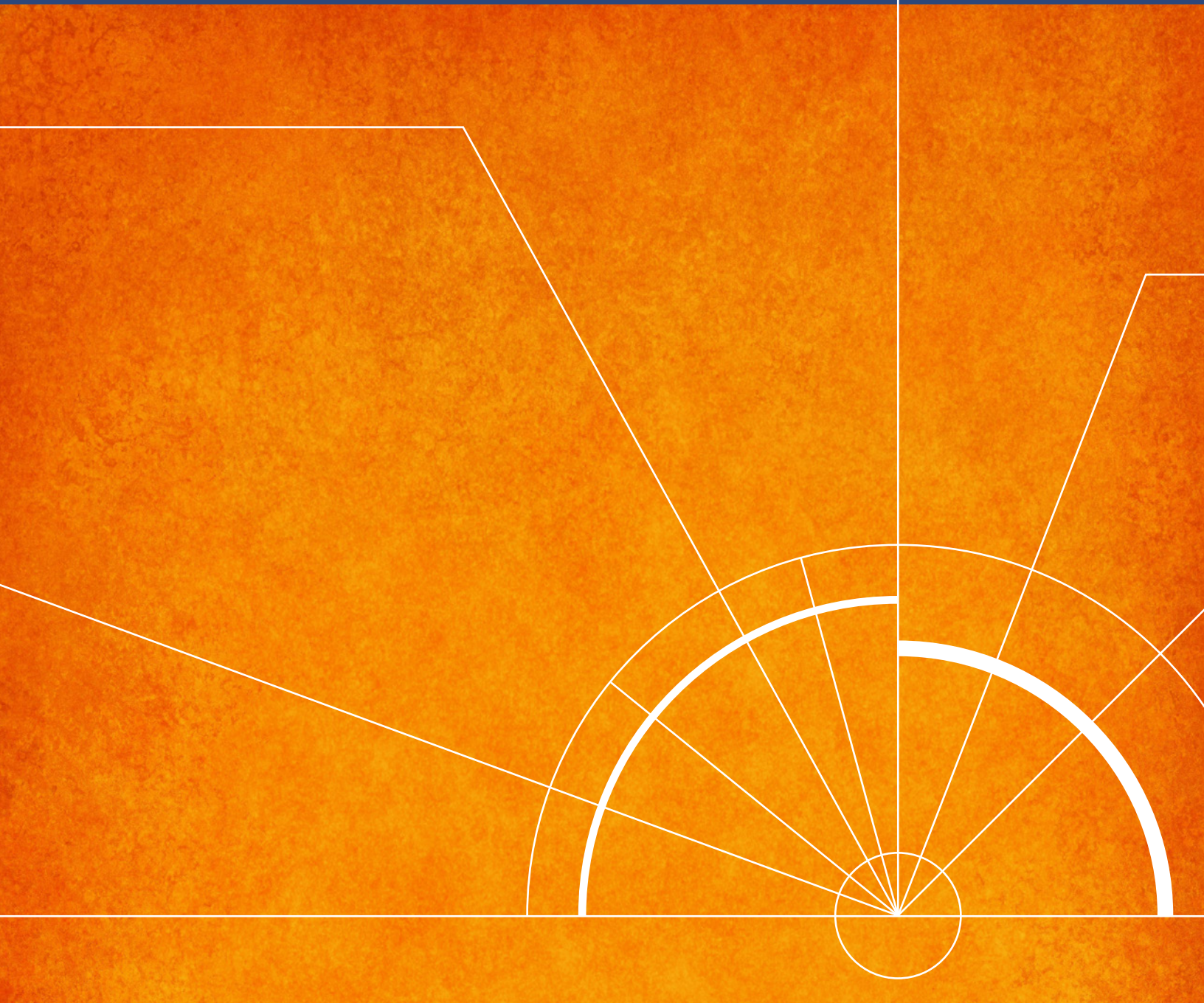




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About This Report

The 2015 Federal Employee Viewpoint Survey (FEVS) provides employees with the opportunity to influence change in their agencies by submitting feedback about their work environment, leadership and many other aspects of the organization. The FEVS also provides agency leaders with unique insight into workforce issues and trends, and helps them to identify problem areas as well as maintain positive aspects of the agency.

The 2015 Agency Management Report (AMR) was designed to help agency leaders identify these issues and take action to improve them, and it also highlights agency successes that should be acknowledged. Please feel free to share these successes and areas for improvement with your employees.

When reviewing your results, please keep the guidelines below in mind. These guidelines were created to organize your survey results in a way that is easier to digest and interpret.

Understanding Your Results

Percent Positive

The sum of two positive categories (e.g., Strongly Agree/Agree)

Percent Negative

The sum of two negative categories (e.g., Strongly Disagree/Disagree)

Percent Neutral

The neutral category (e.g., Neither Agree nor Disagree)

Identifying Strengths, Challenges and Neutral Findings

65 percent positive or higher is considered a strength

35 percent negative or higher is considered a challenge

30 percent neutral or higher suggests uncertainty, presenting an opportunity for communication between managers and staff

Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining your results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the agency and should be examined. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to prevent further decline.



A Brief Guide to Using Your Agency Management Report

This section provides suggestions on how to use your FEVS results and includes examples for taking action to help your agency meet its strategic human capital management goals.

Getting Started

Agencies receive many FEVS reports each year, so it can be confusing to know where to start. One suggested starting point is to adopt a strategy based in an action planning framework. This means looking for improvements you have made in previous years while also examining areas of decline. To help you get started, several steps are outlined below, including references to sections of the Agency Management Report (AMR) that you may find useful in helping you to focus on the most critical issues.

Step 1: Use Your AMR to Identify Areas for Improvement

Your AMR provides the tools that can be useful in analyzing your results to find issues most critical to your agency. One way to identify issues is to compare your agency's 2015 results to last year. The Decision Aid - Decreases section provides a quick way to view all of your results that have decreased since 2014. There are many ways to look at your results, and the following sections of the AMR can be valuable resources in illustrating the state of your agency:

Respondent Overview

The Respondent Overview provides a quick snapshot of some interesting demographic results from the respondent population. It offers valuable insight into the makeup of who is responding in your agency and can help inform and guide your recruiting and retention efforts. For example, this section allows you to better understand the ratio of seasoned employees who may be preparing for retirement to newer employees. It is important to keep in mind that this is a survey respondent overview, and these percentages may not match up exactly to your agency's total population characteristics.

Top 10 Positive and Negative Items

Not only does this section display a brief overview of noteworthy results (for use in leadership briefings, agency communications, etc.), it also allows you to quickly determine if there are any underlying themes in the way employees responded to certain items. For example, your agency may want to prioritize issues around communication if multiple survey items related to this subject reside in the Top 10 Negative Items list.

Indices

The Engagement Index, Global Satisfaction Index, and New IQ provide agencies with consistent metrics for measuring progress toward objectives. Benchmarks are included to provide insight into how your agency compares to others, and to encourage information sharing between agencies. For example, some of the top ranking agencies in the Engagement Index may have suggestions on things that have and have not worked to engage their employees. This year, each index also includes a display of trends for each agency component, going as far back as 2012 when available.

Decision Aid

This section is useful in helping you easily identify the most critical issues in your agency as well as recognize where your agency has improved since 2014. The Decision Aid is divided into three sections to help you focus your attention on improvements and declines in your results since last year:

Increases: Contains all items that increased since 2014

Decreases: Contains all items that decreased since 2014

No Change: Contains all items that did not change since 2014

Appendix A and Appendix B

The appendices give you an opportunity to more thoroughly understand your workforce by displaying item-level results. Appendix A shows how well your agency scored relative to others in the government. Scanning the graphs can indicate how your agency is generally performing as well as help you identify particularly strong or weak areas. Appendix B shows a full breakdown of the Work/Life Program results as well as demographic items to provide a more in-depth summary than in the Respondent Overview and Work/Life sections.

Step 2: Develop Your Goals for Improvement

To develop your goals for improvement, you should consider issues that are most critical to your agency and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective.

Step 3: Identify Your FEVS Team

This is a crucial step, as your team can make or break your efforts to improve areas of concern and keep strengths strong. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 4: Develop Your Plan for Action

Once your team has identified its goals, you should develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, and measurable milestones. Make sure you get approval for the actions you must take to achieve your agency goals. Remember that leadership buy-in, engagement, and communication is critical to your success.

Step 5: Implement Your Plan

There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

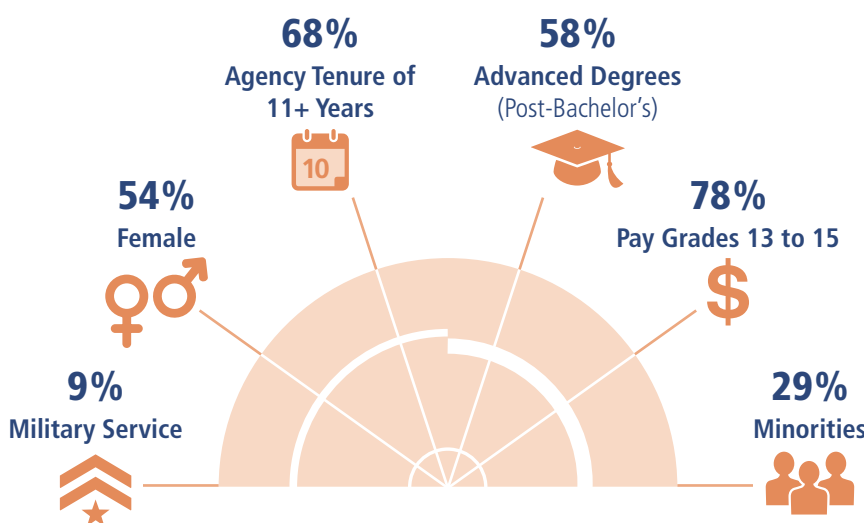
Step 6: Monitor and Evaluate the Results

In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

Respondent Overview

The Unique Characteristics of Environmental Protection Agency Respondents

The figures below provide a snapshot of your survey participants. Except for military status and race, the most frequently selected response choice for each demographic item is highlighted in the first figure. The second figure displays the total FEVS respondent breakdown by generation. Please be aware that these results are based on survey respondents, which may differ from the total employee population.



Generations

1%	Traditionalists	(born 1945 or earlier)
53%	Baby Boomers	(born 1946 – 1964)
37%	Generation X	(born 1965 – 1980)
8%	Generation Y	(born 1981 or later)

Note: The sum of percentages may not add to 100 due to rounding.

EPA Response Rate

62% (4,456 out of 7,193 employees responded)

Field Period: April 27, 2015 – June, 5, 2015

Overall 2014 response rate: **54%**

Component Response Rates

73%	Office of General Counsel
71%	Region 08
69%	Office of Inspector General
68%	Office of Water (OW)
65%	Region 03
65%	Region 09
64%	Region 10
64%	Region 06
64%	Office of Solid Waste and Emergency Response
64%	Office of the Administrator
63%	Office of the Chief Financial Officer
62%	Office of Air and Radiation
61%	Office of Enforcement and Compliance Assurance
61%	Office of Administration and Resources Management
60%	Office of Research and Development
60%	Region 01
60%	Region 04
60%	Region 07
59%	Office of Chemical Safety and Pollution Prevention
55%	Office of Environmental Information
55%	Region 05
54%	Region 02
54%	Office of International and Tribal Affairs

Agency results have a margin of error of +/- 1%

Please refer to Appendix B for the full list of demographic item results.



Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment. Use this snapshot as a quick reference or overview of your FEVS results. For more in-depth analysis, use this section in conjunction with the Decision Aid to help you narrow down the most important areas to work on improving and/or maintaining in the coming year. The text box at the bottom of this page also contains some tips for taking action to improve negative items.

Highest Percent Positive Items

96% When needed I am willing to put in the extra effort to get a job done. (Q. 7)

88% I am constantly looking for ways to do my job better. (Q. 8)

88% In the last six months, my supervisor has talked with me about my performance. (Q. 50)

86% The work I do is important. (Q. 13)

86% How would you rate the overall quality of work done by your work unit? (Q. 28)

85% My supervisor supports my need to balance work and other life issues. (Q. 42)

83% My supervisor treats me with respect. (Q. 49)

83% I know how my work relates to the agency's goals and priorities. (Q. 12)

83% Employees are protected from health and safety hazards on the job. (Q. 35)

82% I am held accountable for achieving results. (Q. 16)

Highest Percent Negative Items

56% Pay raises depend on how well employees perform their jobs. (Q. 33)

48% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)

48% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)

44% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)

43% How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)

42% In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)

41% My work unit is able to recruit people with the right skills. (Q. 21)

39% Promotions in my work unit are based on merit. (Q. 22)

37% Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)

34% Awards in my work unit depend on how well employees perform their jobs. (Q. 25)

Tips for Taking Action

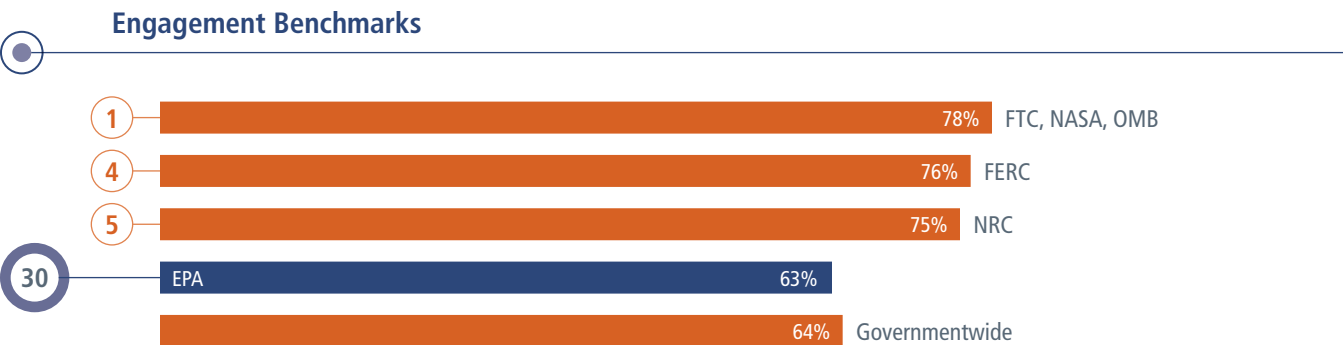
It can be difficult to know where to start when looking at items with high percent negative ratings. A helpful suggestion is to group items together with common themes and determine if there is a larger category you can target for improvement. For example, if you notice there are several high percent negative items related to communication with supervisors, understanding of job expectations, and fairness of performance appraisals, then it may be a good idea to target the performance management process as an area for improvement in your agency.



Engagement Index

Because the FEVS is an assessment of organizational climate, the Engagement Index does not directly evaluate an employee’s level of engagement. Therefore, instead of measuring “states” of engagement such as focused attention and dedication to completing assignments, this index concentrates on factors that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals).

Below, you can see where your agency’s Engagement Index score ranks (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense) and how it compares to the governmentwide average. The names of the highest-ranked agencies are listed to facilitate the sharing of information, such as best practices. The U.S. Office of Personnel Management (OPM) has also created the Unlock Talent website (<https://www.unlocktalent.gov>) to share resources and help with interagency communication.



This table displays the Engagement Index score for each component in your agency as well as the scores for the three engagement factors, which can facilitate information-sharing within your agency.

Engagement Component Scores

	Leaders Lead	Supervisors	Intrinsic Work Experiences	2015 Engagement Index
Environmental Protection Agency	47	74	69	63
Office of General Counsel	71	78	77	75
Region 01	58	80	74	71
Office of International and Tribal Affairs	60	77	72	69
Region 07	55	80	71	68
Region 04	53	77	75	68

Leaders Lead: Employees’ perceptions of leadership’s integrity as well as leadership behaviors such as communication and workforce motivation. (Q. 53, 54, 56, 60, and 61)
Supervisors: Interpersonal relationship between worker and supervisor, including trust, respect, and support. (Q. 47, 48, 49, 51, and 52)
Intrinsic Work Experiences: Employees’ feelings of motivation and competency relating to their role in the workplace. (Q. 3, 4, 6, 11, and 12)

Engagement Index (continued)

	Leaders Lead	Supervisors	Intrinsic Work Experiences	2015 Engagement Index
Environmental Protection Agency	47	74	69	63
Region 03	54	77	71	67
Office of Air and Radiation	53	71	71	65
Office of the Chief Financial Officer	52	72	71	65
Region 06	47	75	73	65
Office of Water (OW)	52	75	66	64
Office of Solid Waste and Emergency Response	47	74	71	64
Region 05	46	75	71	64
Office of Administration and Resources Management	43	73	70	62
Region 09	34	78	72	62
Office of Research and Development	42	76	65	61
Office of Inspector General	44	74	63	61
Office of Enforcement and Compliance Assurance	48	67	66	61
Region 08	38	73	69	60
Region 02	43	69	67	60
Office of Chemical Safety and Pollution Prevention	43	70	64	59
Office of the Administrator	43	70	62	58
Region 10	35	73	64	57
Office of Environmental Information	43	65	62	57

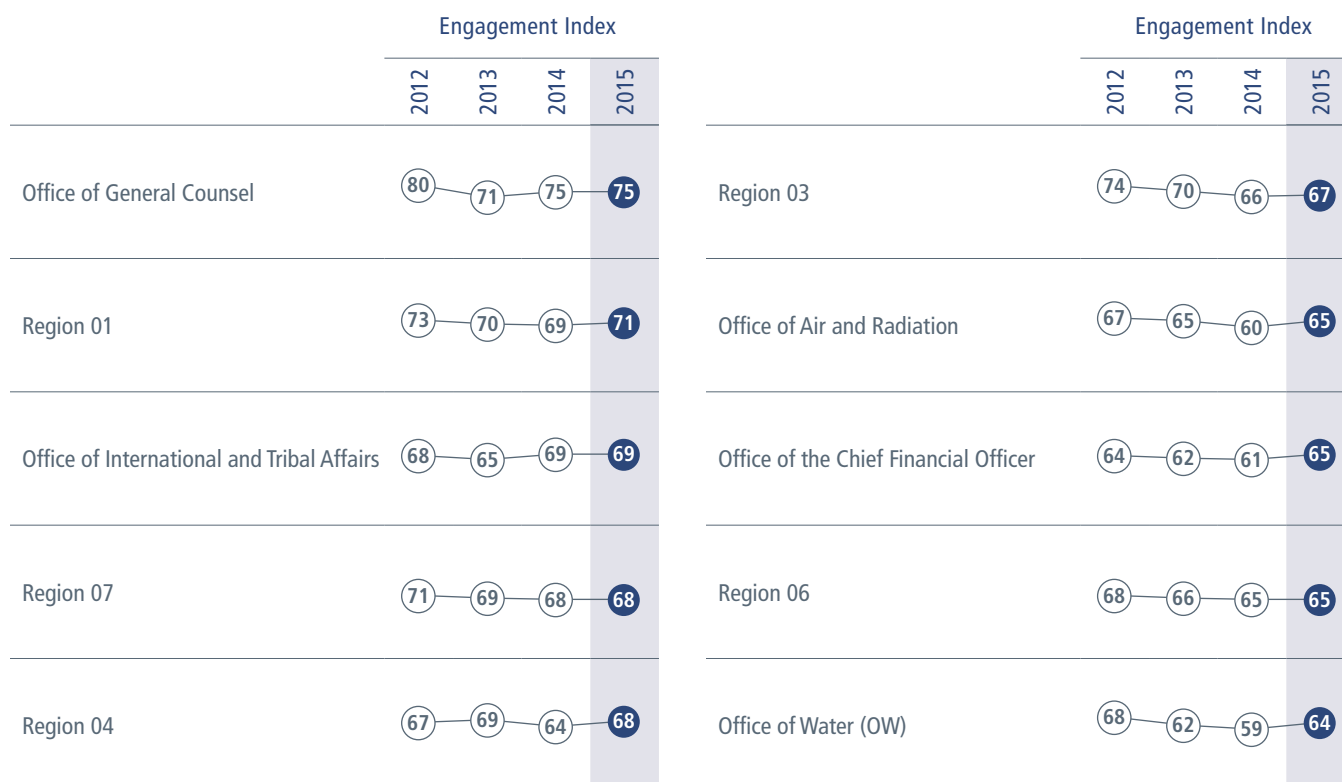
Engagement Index (continued)

To provide more information on employee engagement at lower levels, the table below includes engagement trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

Engagement Trends



Engagement Component Trends



Engagement Index (continued)

	Engagement Index			
	2012	2013	2014	2015
Office of Solid Waste and Emergency Response	69	59	63	64
Region 05	64	59	59	64
Office of Administration and Resources Management	70	70	63	62
Region 09	72	69	65	62
Office of Research and Development	66	61	62	61
Office of Inspector General	74	68	64	61
Office of Enforcement and Compliance Assurance	64	58	62	61
Region 08	71	68	66	60
Region 02	66	68	65	60
Office of Chemical Safety and Pollution Prevention	63	57	59	59
Office of the Administrator	72	61	63	58

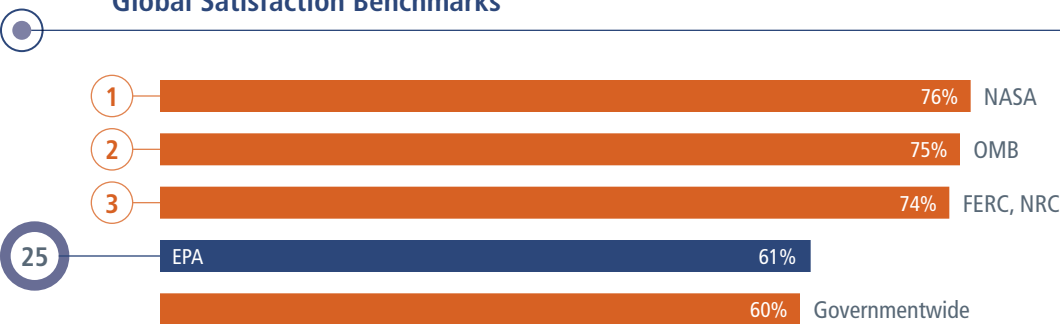
	Engagement Index			
	2012	2013	2014	2015
Region 10	69	60	58	57
Office of Environmental Information	61	55	56	57



Global Satisfaction Index

The Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. The Global Satisfaction Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense).

Global Satisfaction Benchmarks



This table shows the Global Satisfaction Index score for each component in your agency as well as the scores for all four satisfaction factors.

Global Satisfaction Component Scores

	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	2015 Global Satisfaction Index
Environmental Protection Agency	64	62	53	63	61
Office of International and Tribal Affairs	81	70	78	65	73
Region 07	73	67	66	79	71
Region 01	72	65	67	81	71
Region 03	72	64	68	80	71
Office of General Counsel	74	57	70	83	71
Region 06	70	71	60	69	67
Region 04	71	64	60	72	67
Region 05	69	65	62	69	66

Job Satisfaction: Considering everything, how satisfied are you with your job? (Q. 69)
Pay Satisfaction: Considering everything, how satisfied are you with your pay? (Q. 70)
Organization Satisfaction: Considering everything, how satisfied are you with your organization? (Q. 71)
Recommend Organization: I recommend my organization as a good place to work. (Q. 40)

Global Satisfaction Index (continued)

	Job Satisfaction	Pay Satisfaction	Organization Satisfaction	Recommend Organization	2015 Global Satisfaction Index
Environmental Protection Agency	64	62	53	63	61
Region 08	67	75	54	63	65
Office of Air and Radiation	64	68	56	67	64
Office of Solid Waste and Emergency Response	62	63	59	65	62
Office of Water (OW)	63	58	51	64	59
Office of the Chief Financial Officer	59	57	53	62	58
Office of Administration and Resources Management	62	65	46	55	57
Office of Enforcement and Compliance Assurance	59	66	49	54	57
Region 02	60	51	50	62	56
Region 09	65	46	47	64	55
Office of Chemical Safety and Pollution Prevention	57	60	46	57	55
Office of Research and Development	59	60	43	53	54
Office of the Administrator	52	57	48	55	53
Office of Inspector General	53	62	43	51	52
Office of Environmental Information	51	70	38	49	52
Region 10	57	58	40	46	50

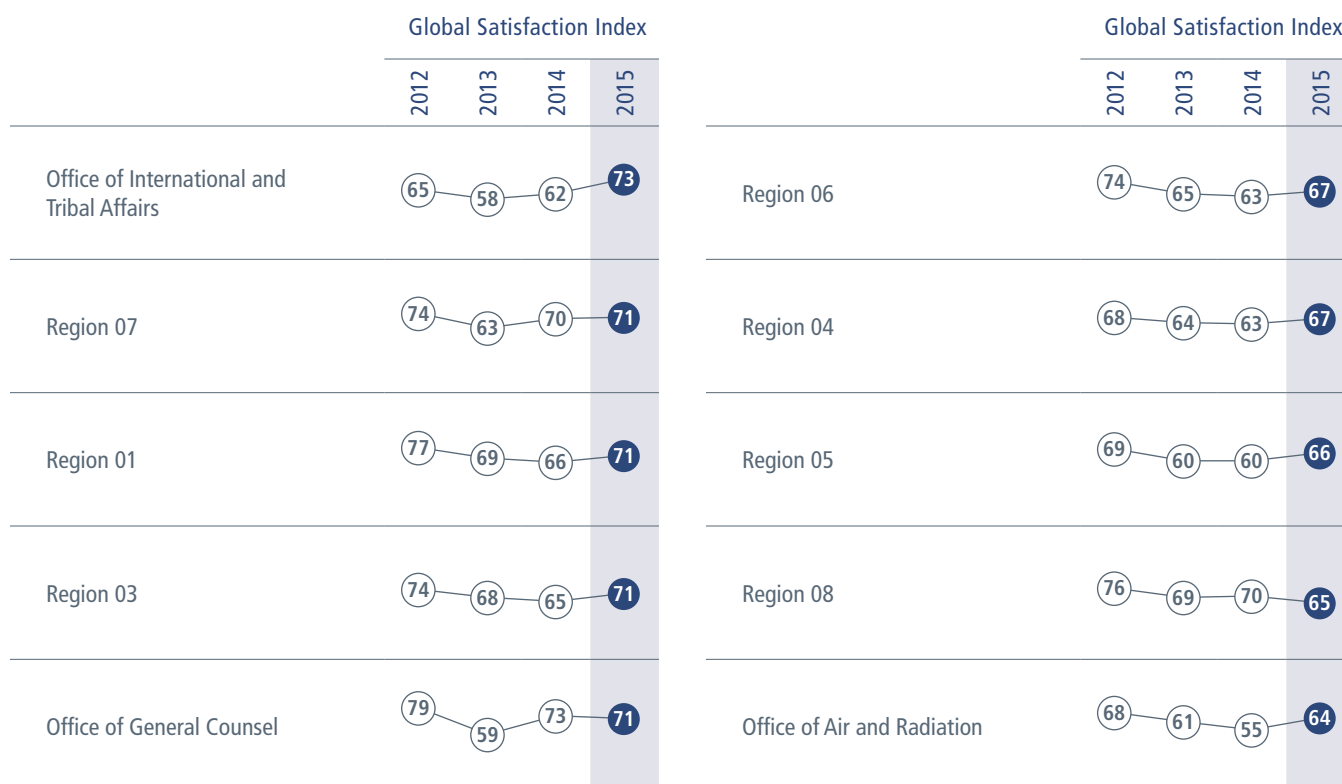
Global Satisfaction Index (continued)

To provide more information on global satisfaction at lower levels, the table below includes trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

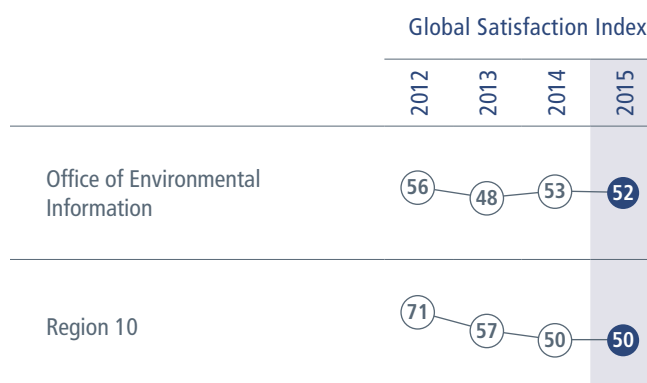
Global Satisfaction Trends



Global Satisfaction Component Trends



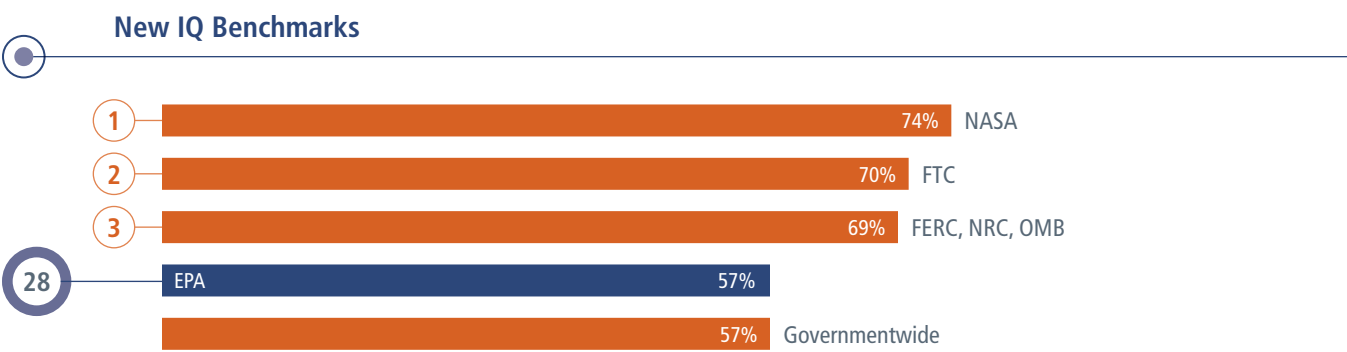
Global Satisfaction Index (continued)





The New IQ Index

The New IQ stands for the New Inclusion Quotient. The New IQ is based on the concept that individual behaviors repeated over time will create habits necessary for inclusiveness. It consists of 20 questions that relate to inclusive work environments. These 20 questions are grouped into five Habits of Inclusion: Fair, Open, Cooperative, Supportive, and Empowering. The New IQ Index score for your agency, the highest scoring agencies, and the governmentwide average are displayed below, along with your agency ranking (out of 37 departments/large agencies, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense).



This table shows the New IQ Index score for each component in your agency as well as the scores for all five habits of inclusion.

New IQ Component Scores

	Fair	Open	Cooperative	Supportive	Empowering	2015 New IQ Index
Environmental Protection Agency	42	57	50	80	56	57
Office of General Counsel	51	74	69	80	68	68
Region 07	48	64	63	84	59	63
Region 03	45	69	54	83	61	62
Region 04	40	61	63	82	63	62
Region 01	46	66	51	84	60	61
Office of Administration and Resources Management	45	59	49	80	60	58

Fair: Are all employees treated equally? (Q. 23, 24, 25, 37, and 38)
Open: Does management support diversity in all ways? (Q. 32, 34, 45, and 55)
Cooperative: Does management encourage communication and collaboration? (Q. 58 and 59)
Supportive: Do supervisors value employees? (Q. 42, 46, 48, 49, and 50)
Empowering: Do employees have the resources and support needed to excel? (Q. 2, 3, 11, and 30)

The New IQ Index (continued)

	Fair	Open	Cooperative	Supportive	Empowering	2015 New IQ Index
Environmental Protection Agency	42	57	50	80	56	57
Region 06	40	64	48	82	58	58
Office of the Chief Financial Officer	42	62	50	78	59	58
Office of Water (OW)	43	60	55	81	52	58
Office of Solid Waste and Emergency Response	44	59	47	80	60	58
Office of Air and Radiation	45	54	50	80	59	58
Region 09	43	59	47	82	56	57
Region 05	44	54	48	79	56	56
Office of Research and Development	41	56	51	81	51	56
Office of Inspector General	41	55	50	80	53	56
Office of Chemical Safety and Pollution Prevention	40	52	55	76	50	54
Office of International and Tribal Affairs	28	58	46	81	59	54
Region 08	43	52	44	78	55	54
Office of the Administrator	38	53	52	76	51	54
Office of Enforcement and Compliance Assurance	39	53	44	73	50	52
Region 10	42	49	40	80	48	52
Office of Environmental Information	42	54	39	73	46	51
Region 02	33	49	44	76	52	51

The New IQ Index (continued)

To provide more information on the New IQ at lower levels, the table below includes trends back to 2012 (if available) for your components, as well as the overall agency and governmentwide trends for comparison. Please note that depending on organizational structure in previous administrations not all components may trend back to 2012.

New IQ Trends

	New IQ Index			
	2012	2013	2014	2015
Governmentwide	57	56	56	57
Environmental Protection Agency	61	58	57	57

New IQ Component Trends

	New IQ Index					New IQ Index			
	2012	2013	2014	2015		2012	2013	2014	2015
Office of General Counsel	73	61	66	68	Office of Administration and Resources Management	64	64	58	58
Region 07	65	62	61	63	Region 06	61	59	58	58
Region 03	66	65	61	62	Office of the Chief Financial Officer	59	59	58	58
Region 04	60	62	59	62	Office of Water (OW)	62	58	54	58
Region 01	64	61	63	61	Office of Solid Waste and Emergency Response	61	55	58	58

The New IQ Index (continued)

	New IQ Index			
	2012	2013	2014	2015
Office of Air and Radiation	60	58	53	58
Region 09	65	63	60	57
Region 05	57	53	52	56
Office of Research and Development	62	57	58	56
Office of Inspector General	66	61	56	56
Office of Chemical Safety and Pollution Prevention	57	52	53	54
Office of International and Tribal Affairs	63	60	60	54
Region 08	64	63	61	54
Office of the Administrator	65	56	55	54
Office of Enforcement and Compliance Assurance	57	52	53	52
Region 10	62	55	51	52

	New IQ Index			
	2012	2013	2014	2015
Office of Environmental Information	55	52	53	51
Region 02	57	58	55	51

Decision Aid: Increases

Identifying Increases Since 2014

The items in this section are sorted by greatest to smallest increase in percent positive ratings. The items are sorted to allow you to quickly and easily identify where your agency has made the greatest improvements since last year.

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have improved, some may still be considered challenges (35% or more negative) or others may have reached the 65% or more positive mark and become new strengths this year. The legend icons help to highlight areas in need of continued focus and areas that have been successfully improved and should be celebrated.

48 Items Increased Since 2014



Strength

These items are 65 percent positive or higher



Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



New Strength

These items became a new strength in 2015

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
My work unit is able to recruit people with the right skills. (Q. 21)	28	37	23	41	+9
The skill level in my work unit has improved in the past year. (Q. 27)	42	46	32	23	+4
I am given a real opportunity to improve my skills in my organization. (Q. 1)	59	63	16	21	+4
The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q. 29)	63	67	18	15	+4
My performance appraisal is a fair reflection of my performance. (Q. 15)	67	70	15	15	+3
My training needs are assessed. (Q. 18)	40	43	25	32	+3
How satisfied are you with the recognition you receive for doing a good job? (Q. 65)	46	49	23	28	+3
How satisfied are you with the training you receive for your present job? (Q. 68)	43	46	27	27	+3
Considering everything, how satisfied are you with your job? (Q. 69)	61	64	19	18	+3
My agency is successful at accomplishing its mission. (Q. 39)	67	70	20	10	+3

Decision Aid: Increases (continued)

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
How satisfied are you with the information you receive from management on what's going on in your organization? (Q. 64)	42	45	24	31	+3
How satisfied are you with your opportunity to get a better job in your organization? (Q. 67)	26	29	28	43	+3
I know how my work relates to the agency's goals and priorities. (Q. 12)	81	83	10	7	+2
Employees have a feeling of personal empowerment with respect to work processes. (Q. 30)	37	39	24	37	+2
How satisfied are you with your involvement in decisions that affect your work? (Q. 63)	49	51	21	28	+2
My talents are used well in the workplace. (Q. 11)	53	55	16	29	+2
I believe the results of this survey will be used to make my agency a better place to work. (Q. 41)	38	40	27	33	+2
Employees are recognized for providing high quality products and services. (Q. 31)	49	51	24	26	+2
Pay raises depend on how well employees perform their jobs. (Q. 33)	15	17	27	56	+2
My workload is reasonable. (Q. 10)	50	52	17	31	+2
I have sufficient resources (for example, people, materials, budget) to get my job done. (Q. 9)	34	36	16	48	+2
I am held accountable for achieving results. (Q. 16)	80	82	12	6	+2
Awards in my work unit depend on how well employees perform their jobs. (Q. 25)	39	41	25	34	+2
I feel encouraged to come up with new and better ways of doing things. (Q. 3)	58	60	17	23	+2
Creativity and innovation are rewarded. (Q. 32)	40	42	26	32	+2
My supervisor is committed to a workforce representative of all segments of society. (Q. 45)	68	70	21	9	+2
Promotions in my work unit are based on merit. (Q. 22)	33	34	26	39	+1
My supervisor provides me with opportunities to demonstrate my leadership skills. (Q. 43)	69	70	14	16	+1
Discussions with my supervisor about my performance are worthwhile. (Q. 44)	63	64	17	18	+1
Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. (Q. 14)	68	69	14	17	+1
How would you rate the overall quality of work done by your work unit? (Q. 28)	85	86	12	2	+1
The work I do is important. (Q. 13)	85	86	9	4	+1

Decision Aid: Increases (continued)

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Increase Since 2014
The people I work with cooperate to get the job done. (Q. 20)	76	77	12	11	+1
Considering everything, how satisfied are you with your organization? (Q. 71)	52	53	23	24	+1
I like the kind of work I do. (Q. 5)	80	81	12	7	+1
How satisfied are you with the policies and practices of your senior leaders? (Q. 66)	34	35	31	34	+1
I have enough information to do my job well. (Q. 2)	67	68	16	16	+1
In my work unit, differences in performance are recognized in a meaningful way. (Q. 24)	30	31	27	42	+1
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q. 23)	23	24	28	48	+1
My organization's senior leaders maintain high standards of honesty and integrity. (Q. 54)	45	46	26	28	+1
Overall, how good a job do you feel is being done by your immediate supervisor? (Q. 52)	71	72	18	10	+1
My supervisor provides me with constructive suggestions to improve my job performance. (Q. 46)	61	62	21	18	+1
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q. 53)	31	32	24	44	+1
Employees in my work unit share job knowledge with each other. (Q. 26)	74	75	12	13	+1
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding). (Q. 19)	57	58	17	25	+1
My work gives me a feeling of personal accomplishment. (Q. 4)	70	71	15	14	+1
My organization has prepared employees for potential security threats. (Q. 36)	75	76	17	7	+1
My supervisor supports my need to balance work and other life issues. (Q. 42)	84	85	8	7	+1




Decision Aid: Decreases

Identifying Decreases Since 2014

The items in this section are sorted by greatest to smallest decrease in percent positive ratings. The items are sorted to allow you to quickly and easily identify where results have dropped since last year.


Using the Legend Icons

The legend icons provide context for interpreting these results. When identifying the most critical decreases to focus on, it is important to check if these decreases are also identified as challenges (35% or more negative) or if they were previously identified as strengths that have fallen below the 65% or more positive threshold.




Strength

These items are 65 percent positive or higher




Caution

These items are 30 percent neutral or higher



Challenge

These items are 35 percent negative or higher



Past Strength

These items are no longer a strength in 2015

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Decrease Since 2014
Managers promote communication among different work units (for example, about projects, goals, needed resources). (Q. 58)	48	46	24	30	-2
I have a high level of respect for my organization’s senior leaders. (Q. 61)	45	43	27	29	-2
Supervisors work well with employees of different backgrounds. (Q. 55)	60	59	25	17	-1
Prohibited Personnel Practices are not tolerated. (Q. 38)	66	65	19	16	-1
Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (Q. 37)	51	50	23	27	-1
Managers communicate the goals and priorities of the organization. (Q. 56)	56	55	21	24	-1
Managers support collaboration across work units to accomplish work objectives. (Q. 59)	55	54	23	23	-1

Decision Aid: Decreases

22

Decision Aid: No Change

Identifying Items That Have Not Changed Since 2014

Your percent positive results for these items have not changed since last year. These are items that your agency is maintaining, which can be either a positive, neutral, or negative finding. For example, an item with low percent positive results over several years is a strong indication of a need for focused action. You may also want to consider changing or updating your approach to addressing these issues if the item has been the focus of attention in the past. On the other hand, a trend of stable, high percent positive ratings is a finding that should be celebrated. Look at these items individually to determine whether there may be areas of concern for your agency.

Using the Legend Icons

The legend icons provide context for interpreting these results. While these items have not increased or decreased, they still may be causes for celebration or concern depending on the percent positive, negative, and neutral ratings.

16 Items Did Not Change Since 2014



Strength

These items are
65 percent positive
or higher



Caution

These items are
30 percent neutral
or higher



Challenge

These items are
35 percent negative
or higher

	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Change Since 2014
I know what is expected of me on the job. (Q. 6)	76	76	13	11	0
When needed I am willing to put in the extra effort to get a job done. (Q. 7)	96	96	2	1	0
I am constantly looking for ways to do my job better. (Q. 8)	88	88	10	2	0
I can disclose a suspected violation of any law, rule or regulation without fear of reprisal. (Q. 17)	58	58	22	20	0
Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (Q. 34)	59	59	24	17	0
Employees are protected from health and safety hazards on the job. (Q. 35)	83	83	11	6	0
I recommend my organization as a good place to work. (Q. 40)	63	63	21	16	0
Supervisors in my work unit support employee development. (Q. 47)	66	66	19	15	0
My supervisor listens to what I have to say. (Q. 48)	80	80	10	10	0

Decision Aid: No Change (continued)

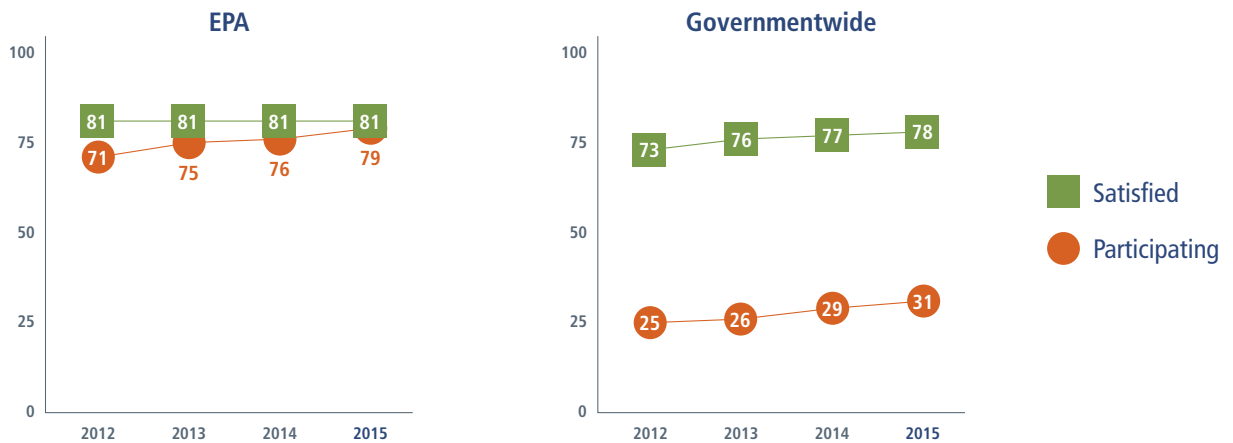
	2014 Positive	2015 Positive	2015 Neutral	2015 Negative	Change Since 2014
My supervisor treats me with respect. (Q. 49)	83	83	9	8	0
In the last six months, my supervisor has talked with me about my performance. (Q. 50)	88	88	6	6	0
I have trust and confidence in my supervisor. (Q. 51)	68	68	16	16	0
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q. 57)	56	56	26	17	0
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q. 60)	56	56	25	18	0
Senior leaders demonstrate support for Work/Life programs. (Q. 62)	61	61	24	16	0
Considering everything, how satisfied are you with your pay? (Q. 70)	62	62	16	22	0

Work/Life Programs

Employee Ratings of Workplace Flexibilities

Work/Life Programs are critical to ensuring employees can effectively balance the demands of the workplace with responsibilities in their personal lives. In addition to being an important recruitment and retention tool, effective work/life programs decrease the burden on employees and help them to focus on the important work they do. Your agency's work/life program participation and satisfaction results are displayed in the following figures.

Telework Trends



Telework Status

EPA		G'wide	
79% Telework	2%	I telework 3 or more days per week	5%
	43%	I telework 1 or 2 days per week	11%
	11%	I telework, but no more than 1 or 2 days per month	4%
	23%	I telework very infrequently, on an unscheduled or short-term basis	11%
22% Do Not Telework	3%	I do not telework because I have to be physically present on the job	32%
	2%	I do not telework because I have technical issues	5%
	4%	I do not telework because I did not receive approval to do so, even though I have the kind of job where I can telework	20%
	13%	I do not telework because I choose not to telework	12%
			31% Telework
			69% Do Not Telework

Note: The sum of percentages may not add to 100 due to rounding.

Work/Life Program Participation and Satisfaction

Alternative Work Schedules (AWS)



Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)



Employee Assistance Program (EAP)



Child Care Programs (for example, daycare, parenting classes, parenting support groups)



Elder Care Programs (for example, support groups, speakers)



Telework



Note: The Work/Life program satisfaction results include only employees who indicated that they participated in the program.





Special Topic: Engagement

With the continued emphasis on employee engagement across the Federal Government, this section provides a more in-depth analysis of the conditions that lead to engagement. The Engagement Index is broken down by three demographic categories: generations, agency tenure, and the five most common occupational series in your agency in 2015. This year, trend results back to 2012 are also included. This section will help you determine if parts of your workforce are lacking the conditions needed for engagement, which can help guide attention to specific groups. For example, if newer employees have lower scores on the Engagement Index, you might consider the possibility that this group does not know what is expected of it on the job (Q. 6).

Generations

Note: The method of calculating generations was changed in 2015 and applied to previous years, which accounts for any discrepancies between previous results and those displayed here.

	Engagement Index			
	2012	2013	2014	2015
Traditionalists	69%	65%	68%	71%
Baby Boomers	66%	63%	61%	61%
Generation X	70%	65%	64%	65%
Generation Y	75%	71%	69%	68%

Agency Tenure

	Engagement Index			
	2012	2013	2014	2015
Less than 4 years	76%	71%	70%	68%
4 to 10 years	68%	66%	64%	65%
11 or more years	66%	63%	61%	63%

Occupational Series

	Engagement Index			
	2012	2013	2014	2015
Environmental Protection Specialist	68%	65%	61%	63%
General Physical Science	68%	60%	62%	61%
Mgmt & Prgm Analysis	67%	63%	62%	65%
General Attorney	71%	67%	67%	65%
Environmental Engineering	69%	68%	65%	63%



Appendix A: Item Results and Benchmarks

For each item, your agency's percent positive response is shown on a 0 to 100 scale, with the triangular arrow indicating where your agency falls. The gray bars represent the range of scores for the 37 departments and large agencies surveyed, where Army, Army Corps of Engineers, Air Force, Navy, Marine Corps, and Other Defense agencies/activities are rolled into Department of Defense.

To understand how well your agency performed compared to others, focus on the location of the triangle within the gray bar. If the triangle is toward the right side of the bar, then your agency was above average on that item. If it is at the right edge of the bar, then you had the highest percent positive response for that item. Additionally, you can numerically compare your percent positive to the governmentwide average listed to the right of each item.





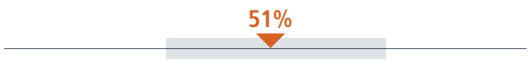
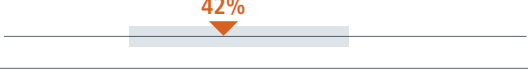







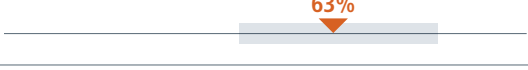
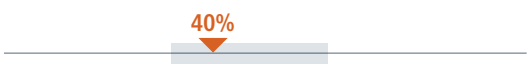
Note: Items included on the Annual Employee Survey are noted by a double dagger (#).

Appendix A: Item Results and Benchmarks (continued)

	0	Low	EPA	High	100	2015 G'wide
#13. The work I do is important.			86%			90%
#14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.			69%			66%
#15. My performance appraisal is a fair reflection of my performance.			70%			69%
16. I am held accountable for achieving results.			82%			81%
17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.			58%			61%
#18. My training needs are assessed.			43%			52%
#19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).			58%			68%
My Work Unit						
#20. The people I work with cooperate to get the job done.			77%			73%
#21. My work unit is able to recruit people with the right skills.			37%			42%
#22. Promotions in my work unit are based on merit.			34%			33%
#23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.			24%			28%
#24. In my work unit, differences in performance are recognized in a meaningful way.			31%			33%
25. Awards in my work unit depend on how well employees perform their jobs.			41%			40%
26. Employees in my work unit share job knowledge with each other.			75%			73%
27. The skill level in my work unit has improved in the past year.			46%			53%
28. How would you rate the overall quality of work done by your work unit?			86%			82%

Note: Items included on the Annual Employee Survey are noted by a double dagger (#).

Appendix A: Item Results and Benchmarks (continued)

	0	Low	EPA	High	100	2015 G'wide
My Agency						
#29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.						69%
#30. Employees have a feeling of personal empowerment with respect to work processes.						43%
31. Employees are recognized for providing high quality products and services.						47%
#32. Creativity and innovation are rewarded.						37%
#33. Pay raises depend on how well employees perform their jobs.						21%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).						56%
#35. Employees are protected from health and safety hazards on the job.						76%
#36. My organization has prepared employees for potential security threats.						76%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.						51%
38. Prohibited Personnel Practices are not tolerated.						66%
39. My agency is successful at accomplishing its mission.						73%
40. I recommend my organization as a good place to work.						63%
41. I believe the results of this survey will be used to make my agency a better place to work.						39%

Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (continued)

	0	Low	EPA	High	100	2015 G'wide
My Supervisor						
‡42. My supervisor supports my need to balance work and other life issues.	<div><div></div><div></div></div> 85%					78%
43. My supervisor provides me with opportunities to demonstrate my leadership skills.	<div><div></div><div></div></div> 70%					65%
‡44. Discussions with my supervisor about my performance are worthwhile.	<div><div></div><div></div></div> 64%					63%
45. My supervisor is committed to a workforce representative of all segments of society.	<div><div></div><div></div></div> 70%					67%
46. My supervisor provides me with constructive suggestions to improve my job performance.	<div><div></div><div></div></div> 62%					61%
‡47. Supervisors in my work unit support employee development.	<div><div></div><div></div></div> 66%					64%
48. My supervisor listens to what I have to say.	<div><div></div><div></div></div> 80%					76%
49. My supervisor treats me with respect.	<div><div></div><div></div></div> 83%					81%
50. In the last six months, my supervisor has talked with me about my performance.	<div><div></div><div></div></div> 88%					77%
‡51. I have trust and confidence in my supervisor.	<div><div></div><div></div></div> 68%					67%
‡52. Overall, how good a job do you feel is being done by your immediate supervisor?	<div><div></div><div></div></div> 72%					70%
Leadership						
‡53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	<div><div></div><div></div></div> 32%					39%
54. My organization's senior leaders maintain high standards of honesty and integrity.	<div><div></div><div></div></div> 46%					50%
‡55. Supervisors work well with employees of different backgrounds.	<div><div></div><div></div></div> 59%					63%
‡56. Managers communicate the goals and priorities of the organization.	<div><div></div><div></div></div> 55%					59%

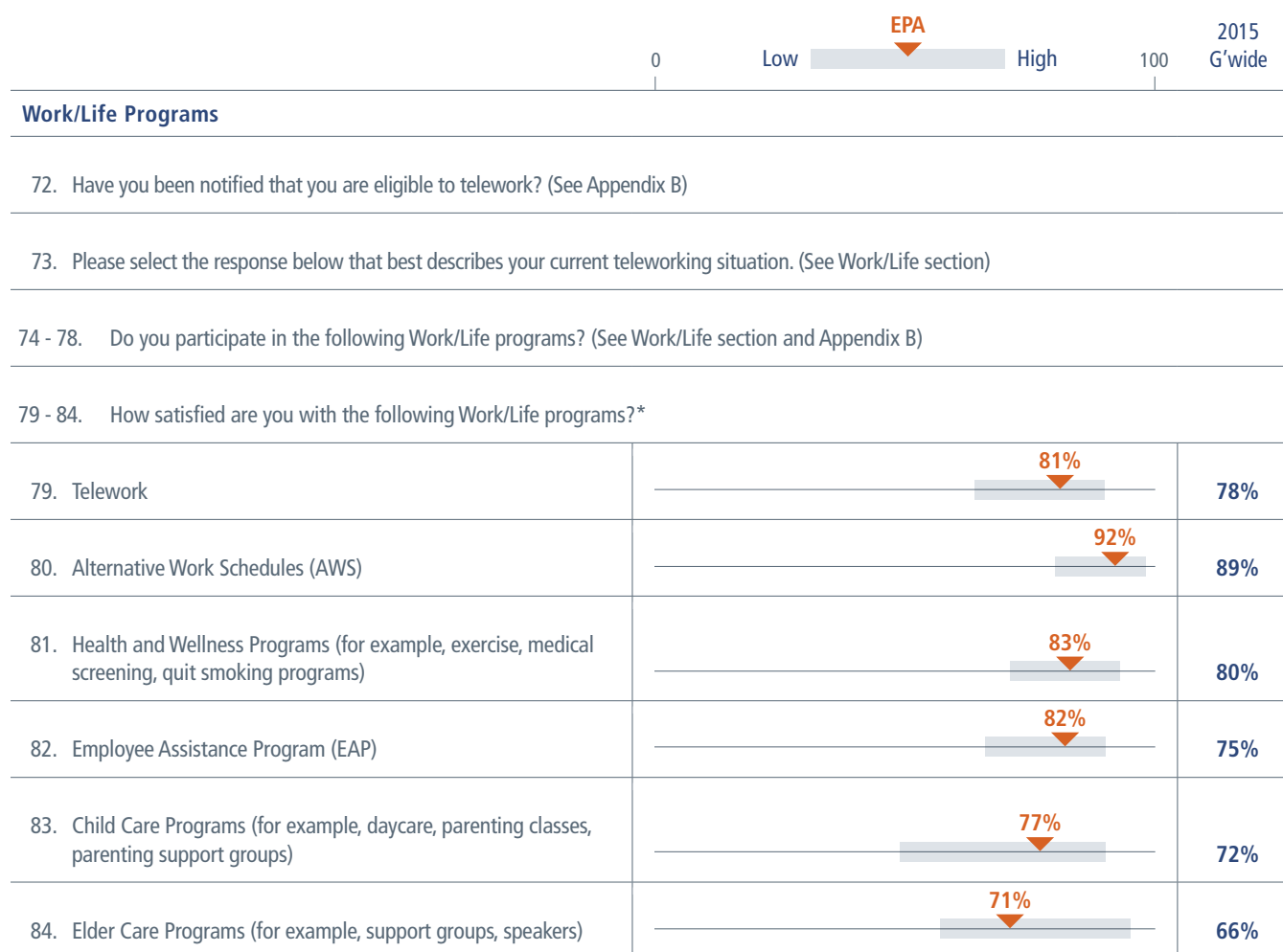
Note: Items included on the Annual Employee Survey are noted by a double dagger (‡).

Appendix A: Item Results and Benchmarks (continued)

	0	Low	EPA	High	100	2015 G'wide
#57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.			56%			59%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).			46%			51%
59. Managers support collaboration across work units to accomplish work objectives.			54%			54%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?			56%			57%
#61. I have a high level of respect for my organization's senior leaders.			43%			51%
62. Senior leaders demonstrate support for Work/Life programs.			61%			53%
My Satisfaction						
#63. How satisfied are you with your involvement in decisions that affect your work?			51%			50%
#64. How satisfied are you with the information you receive from management on what's going on in your organization?			45%			47%
#65. How satisfied are you with the recognition you receive for doing a good job?			49%			47%
#66. How satisfied are you with the policies and practices of your senior leaders?			35%			41%
#67. How satisfied are you with your opportunity to get a better job in your organization?			29%			35%
#68. How satisfied are you with the training you receive for your present job?			46%			52%
#69. Considering everything, how satisfied are you with your job?			64%			65%
#70. Considering everything, how satisfied are you with your pay?			62%			57%
71. Considering everything, how satisfied are you with your organization?			53%			56%

Note: Items included on the Annual Employee Survey are noted by a double dagger (#).

Appendix A: Item Results and Benchmarks (continued)



* The Work/Life program satisfaction results include only employees who indicated that they participated in the program.



Appendix B: Work/Life Programs & Demographic Results

Appendix B displays more detailed Work/Life Program results for your agency. It also includes the demographic characteristics of your agency's survey respondents. Use the Work/Life results to gain an understanding of how your Work/Life Programs are utilized and rated. The demographic results can be useful in planning, recruiting, and training activities in your agency.

2015 Percentages	
Work/Life Programs	
Have you been notified that you are eligible to telework?	
Yes, I was notified that I was eligible to telework	86
Yes, I was notified that I was not eligible to telework	4
No, I was not notified of my telework eligibility	5
Not sure if I was notified of my telework eligibility	5
Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)	
Yes	69
No	28
Not Available to Me	3
Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)	
Yes	40
No	57
Not Available to Me	4
Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)	
Yes	12
No	85
Not Available to Me	3
Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)	
Yes	3
No	85
Not Available to Me	12
Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)	
Yes	2
No	84
Not Available to Me	13

Appendix B: Work/Life Programs & Demographic Results (continued)

	2015 Percentages
Demographic Results	
Where do you work?	
Headquarters	41
Field	59
What is your supervisory status?	
Non-Supervisor	71
Team Leader	11
Supervisor	10
Manager	4
Senior Leader	4
Are you:	
Male	46
Female	54
Are you Hispanic or Latino?	
Yes	7
No	93
Are you:	
American Indian or Alaska Native	1
Asian	5
Black or African American	14
Native Hawaiian or Other Pacific Islander	<1
White	77
Two or more races (not Hispanic or Latino)	3
What is the highest degree or level of education you have completed?	
Less than High School	<1
High School Diploma/GED or equivalent	1
Trade or Technical Certificate	1
Some College (no degree)	6
Associate's Degree (e.g., AA, AS)	2
Bachelor's Degree (e.g., BA, BS)	31
Master's Degree (e.g., MA, MS, MBA)	38
Doctoral/Professional Degree (e.g., Ph.D., MD, JD)	20

Note: Demographic results are unweighted.

Appendix B: Work/Life Programs & Demographic Results (continued)

	2015 Percentages
What is your pay category/grade?	
Federal Wage System	<1
GS 1-6	<1
GS 7-12	17
GS 13-15	78
Senior Executive Service	4
Senior Level (SL) or Scientific or Professional (ST)	<1
Other	<1
How long have you been with the Federal Government (excluding military service)?	
Less than 1 year	<1
1 to 3 years	2
4 to 5 years	7
6 to 10 years	15
11 to 14 years	12
15 to 20 years	14
More than 20 years	50
How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?	
Less than 1 year	1
1 to 3 years	3
4 to 5 years	10
6 to 10 years	18
11 to 20 years	27
More than 20 years	41
Are you considering leaving your organization within the next year, and if so, why?	
No	69
Yes, to retire	6
Yes, to take another job within the Federal Government	16
Yes, to take another job outside the Federal Government	5
Yes, other	4
I am planning to retire:	
Within one year	4
Between one and three years	10
Between three and five years	11
Five or more years	75

Note: Demographic results are unweighted.

Appendix B: Work/Life Programs & Demographic Results (continued)

	2015 Percentages
Do you consider yourself to be one or more of the following?	
Heterosexual or Straight	83
Gay, Lesbian, Bisexual or Transgender	5
I Prefer Not to Say	13
What is your US military service status?	
No Prior Military Service	91
Currently in National Guard or Reserves	1
Retired	2
Separated or Discharged	6
Are you an individual with a disability?	
Yes	7
No	93
What is your age group?	
25 and under	<1
26-29	2
30-39	17
40-49	25
50-59	40
60 or older	16

Note: Demographic results are unweighted.

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